



## **South Cambridgeshire District Council**

### **New Communities Service**

### **Service Plan 2010 -11 to 2012 - 13**

Corporate Manager: Jo Mills

Portfolio Holders: Cllr. Dr. David Bard (New Communities)  
Cllr. Nick Wright (Planning)  
Cllr Tom Bygott (Sustainability, Procurement and Efficiency)

Member Champions: Cllr Mervyn Loynes (Economic Development)  
Cllr Jaime Dipple (Sports)

## INTRODUCTION

This document sets out the key objectives for the New Communities Service during 2010/11. The Plan will be refreshed on an annual basis, and it will need to accommodate change. For instance, the draft plan includes almost no work on Northstowe .

New Communities has been required to achieve substantial savings for 2010-11, and as a result, this service plan sets careful objectives mindful that there will be fewer resources in terms of people and programme budgets.

New Communities is committed to supporting rural life and delivering new developments through a co-ordinated approach focussed on the 'whole offer'. We will listen to our customers to make sure that we reflect their views in the way we provide our services.

The 'whole offer' means that we consider all the factors that contribute to good quality of life and quality of place, and create the right environment and services to enable this.

Quality of life factors include:

- Good relations between neighbours
- Good community cohesion
- Good job and business opportunities
- Low crime and low fear of crime
- Good public and community transport services
- Good health and care services
- Good child care and education services for all ages
- Good air quality and lack of noise and congestion
- Strong community groups and Third Sector
- Civic engagement and trust in government.

Quality of place factors include:

- Well-designed and maintained buildings that plan for the future in terms of carbon reduction and infrastructure for new technology
- Good mix of homes – we know we need more affordable and executive homes
- Good transport infrastructure including routes for cyclists and pedestrians
- Built heritage treated as an asset
- Ample high quality green space and infrastructure
- Good mix of local shops, pubs and restaurants; and areas for commercial use
- Good range of easily accessible cultural facilities
- Good range of local sport and leisure facilities
- Local, easily accessible public services
- Well-designed and maintained streets and public places
- Homes and neighbourhoods designed with older, disabled and younger people in mind

(Based on World Class Places: The Government's strategy for improving quality of place 2009)

## **SERVICE PLAN OVERVIEW**

### **1. Key Functions and Responsibilities**

The New Communities Service delivers a diverse range of functions for the district and leads the planning and development of new communities. The service works with other areas of the council, including environmental services and conservation, to provide a comprehensive approach.

New Communities' district-wide services include:

- Urban Design Service available for all planning applications
- Measures to ensure villages gain maximum benefit from local developments
- Environmental sustainability programme influencing the way the council and other businesses operate their services, and working directly with residents whose villages are participating in the Parish Energy Project
- Economic development and tourism programme supporting local businesses through the recession, and creating a positive environment for local economic growth
- Arts, sports and community development working with village colleges, parish councils and others to deliver numerous programmes that enhance wellbeing, increase fitness and involve young people in positive activities.

At Orchard Park and Cambourne, New Communities works with local people, their councils, the developers and all other partners so that we work together to create the best possible outcomes. This includes facilitating further development including retail centres and new homes, and applying the district-wide services listed above to help these new villages to become sustainable communities.

New Communities works with the Director of Joint Planning, the City Council and Cambridgeshire Horizons to deliver the planned major new developments on the southern fringe and north-west of Cambridge. The service is also involved in the ongoing discussions around the development of Northstowe, Cambridge East and North East.

### **2. Context**

#### **a) External Drivers**

The following external factors are likely to influence the service:

- Policy changes regarding growth
- Emerging best practice and guidance on planning and engagement
- Making Cambridgeshire Count leading to new ways of working
- Climate Change measures such as 1010, Climate Change Act and the Copenhagen conference
- Current economic climate affecting the viability and delivery of development

- ❑ Ability of other public bodies such as the Highways and Environment Agencies to deliver planned improvements to support growth, during a period of reduced public spending
- ❑ The Homes and Communities Agency regarding the development of affordable homes and the delivery of Northstowe
- ❑ Joint planning arrangements and strategic partnerships with Cambridgeshire Horizons and other local authorities, co-ordinated through Cambridgeshire Together
- ❑ Boundary review of South Cambridgeshire and Cambridge City Council
- ❑ Initiatives linked to the Olympic Games in 2012

## **b) Internal Drivers**

A range of corporate measures affect the service, including:

- ❑ Savings and Efficiencies Targets
- ❑ Service First customer service initiatives
- ❑ The Comprehensive Equalities Policy
- ❑ Investors in People and associated programmes such as the Competency Framework and management development programmes
- ❑ The Community Engagement Strategy
- ❑ The Communication Strategy
- ❑ Gypsies and Travellers Strategy
- ❑ Planning policies for affordable housing, open space and community facilities

## **c) Key Partners**

The service works very closely with a large number of partners, and all our services rely on joint working. We are committed to working with and through Cambridgeshire Horizons, our joint planning authorities at the County and Cambridge City, our Parish Councils, and other agencies including NHS Cambridgeshire, housing associations, faith and community groups. Listed below are some of our key partners:

- ❑ Cambridgeshire Horizons
- ❑ Cambridgeshire Together strategic partnerships including Environmental Sustainability, Economic Prosperity and Growth
- ❑ Cambridgeshire Partnerships Ltd (CPL)
- ❑ Homes and Communities Agency
- ❑ Developers including Gallaghers, Countryside, Grosvenor Estates and the Cambourne Consortium
- ❑ The 9 Village Colleges in South Cambridgeshire
- ❑ Renewables East
- ❑ Sport England
- ❑ Arts Council East
- ❑ Greater Cambridgeshire Partnership
- ❑ Business Link

**d) Strengths and Weaknesses**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Robust partnership arrangements with Horizons and other key partners</li> <li>• Joint planning arrangements</li> <li>• Highly skilled staff with broad skill base</li> <li>• Strong experience of enabling and supporting communities through local partnership working</li> <li>• Good and developing community engagement practice</li> <li>• Good practice in arts, sports and community development</li> <li>• Good understanding of the ingredients needed to create a sustainable community</li> <li>• New posts for development and monitoring of S106 agreements are providing benefits to villages and the Council</li> <li>• New project team structure for the major growth sites has improved communication and co-ordination between departments</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Difficult to plan workforce requirements when the timetables for the major sites are so unclear</li> <li>• Inefficient use of resources across authorities</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The skills and knowledge brought together in the New Communities Service lays a great foundation for delivering successful and creative outcomes</li> <li>• Current negotiations between HCA and Gallaghers offer potential for new approaches at Northstowe</li> <li>• Restructure of New Communities will enable the service to adapt to change, and deliver joined-up services</li> <li>• New DPD's on community facilities and Gypsies and Travellers strengthen the policy framework and support delivery of SCDC objectives</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economic climate</li> <li>• Savings requirements</li> <li>• Staffing levels could impact on attainment of growth targets, if momentum increases,</li> <li>• Continuing uncertainty about Northstowe</li> <li>• Developing realistic and deliverable procurement and management mechanisms for all public facilities within growth areas.</li> <li>• Non-relocation of Cambridge Airport</li> </ul>

<ul style="list-style-type: none"> <li>• New requirements to reduce carbon emissions in new and existing settlements</li> <li>• Taking advantage of the sporting and cultural benefits of the Olympics in the lead up to 2012</li> <li>• New Economic Development Strategy</li> <li>• New Planning IT system</li> <li>• Review of corporate working arrangements for the joint growth sites</li> <li>• New working arrangements with Planning and Sustainable Communities</li> </ul>	
--	--

**3. Service Objectives**

New Communities Service Plan is guided by the Council’s corporate objectives. The Council has five guiding aims that are listed below, and these are supported by 12 Actions. New Communities is the lead department for five of these Actions, and will also support the action to enhance customer service.

**Council’s Aims**

1. We are committed to being a listening council providing first class services accessible to all;
2. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family;
3. We are committed to making South Cambridgeshire a place in which residents can feel proud to live;
4. We are committed to assisting provision of local jobs for you and your family
5. We are committed to providing a voice for rural life.

**New Communities Service Objectives and links to Corporate Aims**

**New Communities will lead the following council actions for 2010/11:**

- We will increase the number of teenagers taking part in positive activities by 500 in 2010/11 – which links to the Council Aim to ensure that South Cambridgeshire continues to be a safe and healthy place for you and your family. Measures will include implementation of the Youth Participation Strategy and delivery of the Street Football Programme, Elite Athletes grants and County Youth Offer for the Arts.
- We will achieve 10% reduction in the emission of CO2 from the Council’s operations and publicise the outcome in order to set an example to other organisations – which links to the Council Aim to make South Cambridgeshire a place in which residents can feel proud to live.

- We will work with parish councils to complete at least 10 local projects supported by LPSA funding to contribute to the county target for the reduction of CO2 emissions – which also links to the Council Aim to make South Cambridgeshire a place in which residents can feel proud to live.
- We will promote the relocation of Marshalls within Cambridgeshire in order to meet the district's requirements for new homes and retain job opportunities – which links to the Council Aim to assist provision of local jobs for you and your family.
- We will promote the district to new businesses - which also links to the Council Aim to assist provision of local jobs for you and your family.

**Other priorities for 2010-11 are:**

- At Orchard Park, we will plan an additional 220 homes in line with the Planning Inspector's decision and intend to deliver an innovative housing scheme on plots owned by the City Council and Unex. We will ensure the smooth transfer of open space including a Multi-Use Games Area and continue to manage the community arts programme, deliver welcome packs and other community development work. We will meet regularly with the Community Council and partners, promote personal travel plans and possibly introduce a car club scheme.
- At Cambourne, we will ensure plans are secured to deliver the Sports Centre and Pavilion, issue the 950 application, facilitate other planning applications such as the car dealership, fire station and further development of the High Street. We will provide community development support including arts and sports programmes
- At North West Cambridge, we will work as part of the joint project team for the University's application including input on urban design and community facilities and consultation. We will also provide pre-application advice for NIAB Extra. We will ensure that South Cambridgeshire residents and members are consulted effectively on these proposed developments.
- For Trumpington Meadows, we will provide design code advice, discharge conditions for the outline consent and provide pre-application advice on initial reserved matter applications. We will also work with the County Council and City Council to ensure that local people, Haslingfield Parish Council and District Members have appropriate opportunities to engage in the design and planning of the new primary school and other services.
- We will be prepared to deliver Northstowe and Cambridge East if these major projects become 'live' again, and in the meantime will continue to work with Cambridgeshire Horizons, the HCA, Marshalls and others to make progress with these projects
- We will implement the Climate Change Action Plan
- We will implement the Economic Development Strategy including measures relating to creative industries and tourism

- We will develop a procurement model and plan community facilities at Clay Farm and North West Cambridge
- We will roll out a new engagement strategy for growth, and continue to provide opportunities for member training.
- We will create and manage a list of the Parish Projects that can be funded through the open space planning obligations, implement a charging schedule and prepare for the adoption of the Community Infrastructure Levy or Variable Tariff.

#### 4. Our Customers

Residents and businesses across the district are customers and beneficiaries of programmes and services provided by or with support from the New Communities Service. In addition, New Communities plans for future customers – those people who will be moving into homes in the new communities we are building.

Our customers also include developers, and our wide range of partners. We help a range of other agencies deliver shared objectives, including the County Council, Cambridge City Council and Cambridgeshire Horizons.

For all our programmes, we intend to review and improve our methods for assessing customer satisfaction and to use the information we collect to continuously improve our services.

#### 5. Progress/Performance Overview

New Communities is on course to achieve its performance objectives for 2009/10, apart from slippage on major sites. Performance to October 2009 is shown in the table below:

<b>Service Plan Performance 2009/10</b>	
<b>IMPLEMENTATION PLAN</b>	
ACTION 06 - Review the current grant scheme.	Action is 100% complete. The scheme has been reviewed and the Elite Athletes grant scheme is now in place with the first Panel having met this week (22 applicants with 14 grants approved).
ACTION 11 - Residents taking up sport or formal exercise.	15% of target met after qtr 2. Changes to programme will be needed to meet target by year end.
ACTION 23 - Climate Change Action Plan	On target to complete by year end. Climate Change Action plan to be presented December 2009.
ACTION 24 - Renewable energy & low carbon living schemes	Exceeded annual target of 6 schemes by qtr 2 (11 schemes are signed up).



(Sustainable Parish Energy Partnership)	
ACTION 25 - Business Forum & Business Breakfasts.	66% of annual target met by qtr 2. 4 Events held
ACTION 27 - Business space in the District.	On target to deliver programme by year end.
ACTION 28 - Spin-offs from London 2012 Olympics.	Action plan has been devised and projects identified. Approval in December 2009
ACTION 32 - New premises for small businesses.	Land and property register system in process
<b>IMPROVEMENT PLAN</b>	
NC8 - Action plan to improve communications	Engagement Strategy awaiting approval. Approval by Q1 2010
NC9 - More efficient working practices	Action plan agreed (JG) and 10% target met by qtr 2.
NC10 - Low-Carbon Living Community Network webpages	Action will be 100% complete by end of qtr 3.
<b>OPERATIONAL PLAN</b>	
NC1 - Training programme for Parish Councils on Youth Participation.	Have already exceeded the target of 10 for the year - 12 completed.
NC2 - Under 16's - swimming pool users	Ahead of target (144%) at end of qtr 2
NC3 - Over 60's - swimming pool users	Ahead of target (133%) at end of qtr 2
NC4 - Fitness4Health Scheme	On target at end of qtr 1 – figures are normally 3-4 weeks in arrears.
NC5 - Art events in the Event Guide	47% of the annual target met after qtr 2.
NC6 - External funding in Grants programme.	On course to deliver £2.2M in external funding depending on panel decisions in new year on remaining grant money allocation. 49% of yearly target met at end of 2 <sup>nd</sup> qtr.
NC7 - Review of 75% of historic S.106 agreements.	On target to exceed target and review 100% agreements by year end. (65% already reviewed).
NI008 - SCDC - Adult participation in sport.	Annual indicator by survey, completed at year end.
NI110 - Young people's participation in positive activities.	Annual indicator by survey at county level. SCDC local reporting to be carried out in 2010/11.
NI011 - CC - Engagement in the arts	Annual indicator by survey to be completed at year end.
NI171 - CC - VAT registration rate - All Cams.	Annual indicator - Work ongoing promoting Business start-up and running skills workshops.
NI185a - SCDC - CO2 % reduction from LA operations.	Target of 10% reduction by end of 2010 to be agreed by PFH - working group established.
NI185b - CO2 reduction LA operations – tonnage.	Target of 10% reduction by end of 2010 to be agreed by PFH - working group established.
NI186a - Reductions in CO2 emissions in LA area –	Yearly PI - Figures come from DEFRA, Parish Energy programme is one example of a project run by SCDC to

	influence these figures.
NI186b - SCDC - Tonnes of CO2 emissions in LA area - Yearly PI –	Figures come from DEFRA (as above)
NI188 - SCDC - Adapting to climate change - South Cambs –	On target to meet level 1 requirements by end of year.

Other key achievements during 2009 include:

- Establishment of Orchard Park Community Council
- 10<sup>th</sup> Anniversary celebrations for Cambourne
- Transfer of Community Centre at Orchard Park
- S106 database and information provided to parishes
- Sawston film project and DVD
- Orchard Park book and Crop Marks arts project
- Stepping Stones project at Cambourne
- Try Sport courses including Street Football and Netball
- Olympics Countdown event at Milton Country Park in August
- Measures to support local businesses through the economic downturn
- s106 Agreement signed for Trumpington Meadows
- River Cam enhancement project
- Restructure planned to improve ability to service to deliver and adapt to change
- Range of measures to support local businesses through the economic downturn using £150K specially dedicated by the Council.

## 6. Resources

The total net revenue expenditure for the New Communities Service during 2009/10 was £1.86m. In addition, there was approximately £582K revenue funding from Horizons; and approximately £140K was received through s106 agreements for expenditure on public art, sustainability and residents' welcome packs. This is the first year that we have been able to start to draw down LPSA money to support the Parish Energy Project, worth a total of £200K over 3 years. The revenue budget is spent on staffing costs, programme delivery, overheads and recharges.

Savings were identified during the year to achieve the in-year target. The savings were derived from reduced programme budgets, some staff savings and LABGI (Local Authority Business Grant Initiative).

New Communities had a savings requirement of £75K for 2009/10, and during the current budget setting process a further target has been set. This will impact upon employee numbers and the 'programme budget', that is the amount that budget holders directly control and spend on service delivery.

In order to mitigate the impact of cuts, it is proposed that an administration charge be introduced for s106 payments whereby the Council would claim a small fee for administering payments to Parish Councils. This would generate £30 - 40,000 per year as additional income.

During 2009/10, the New Communities Service had a capital grants programme as shown below. It is unlikely that this funding will be available in 2010/11.

Village Sports Facilities	£100,000
Community Facilities	£100,000
Arts Capital Grants	£40,000
Climate Change	£25,000
<b>Total</b>	<b>£265,000</b>

## **7. Value for Money Overview**

The New Communities Service was designed to enhance Value for Money by promoting more effective corporate working.

It should be noted that investment by the council helps draw in substantial additional funds to our partners in the district. For instance, the Village College Arts Development Managers estimate that the SCDC funding towards their posts and their programme budgets brought in external funding of £493,000 in 2008/09.

## **8. Workforce Overview**

New Communities has a skilled workforce including officers from a range of technical backgrounds.

The service has 30 employees, three of whom are part-time. In addition, the Partnerships Project Officer is a joint-funded post employed by the City Council. The Community Technical Manager is employed by the district and provides a technical service to the NHS, County, City and District Councils. Three Urban Designers are employed by the District Council and provide services to the district as part of the Joint Urban Design Team. Internally the service receives most input from Environmental Services, Accountancy, Planning Policy and Conservation. New Communities administers the Voluntary Sector Grants programme on behalf of the Leader's Portfolio.

New Communities conducted a service review during July-August to inform restructure proposals. Team members attended a series of workshops to share their views regarding the development of a revised team structure. It is expected that the new arrangements will be in place for 2010/11.

## **9. Equalities Overview**

The Service is strongly committed to delivering services and new communities that are accessible and welcoming to all. It recognises that sustainable communities are inclusive and that they value diversity and the

contribution that everyone can make. The largest ethnic minority population in the district is Travellers and Gypsies. New Communities will seek to deliver appropriate provision for Travellers and Gypsies within its growth objectives, supported by the Gypsy and Traveller DPD that is currently subject to consultation.

Other activities that have supported equalities objectives are:

- Consulting and engaging the population in planning for growth, including through events aimed at engaging young people (e.g. the design event in schools), older people and faith groups
- Delivering affordable housing for people on low incomes, people with disabilities, older people, and people with special needs
- Delivering and enabling community development activities to a range of groups to encourage their participation in their community
- Using sport and recreation programmes to encourage people to develop and maintain healthy lifestyles, and appreciate the social inclusion benefits of participation. This has included programmes targeted at women (“women try sport”) and youth programmes targeted specifically at areas where anti social behaviour is an issue.
- Capital grant aid towards making village halls and community buildings more accessible
- Planning to provide for Gypsies and Travellers within the major growth sites
- Sports events and coaching for people with a disability in build up to 2012 Paralympics eg. Best 8 Event

During 2009/10, the following Equality Impact Assessments were carried out:

- High Priority - Community Engagement/Development, Sports Development and Arts Development
- Medium - Economic Development Strategy, Environmental Sustainability and Grants Programme
- Low - Play Facilities and Open Space

## **10. Risk Overview**

There are risks facing the service this year and in future years that are managed through the corporate risk register, service risk register and the risk registers for the major growth sites that are managed through Cambridgeshire Horizons.

The New Communities risk log is appended to this plan.

In terms of staffing resources, we face the risk of not having enough people for the district to perform effectively when the development programmes pick up again.

We manage risks at Orchard Park through a joint issues log, that is monitored by the Action Group, Community Council and District Council.

## **11. Safeguarding Vulnerable People**

The Council is committed to safeguarding and promoting the welfare of children and young people and vulnerable adults. New Communities will ensure:

1. Safer recruitment and employment practices are followed
2. Relevant officers are aware of safeguarding reporting policies
3. Appropriate safeguarding training is given.

**IMPROVEMENT PLAN: New Communities Service**

Aim A :We are committed to being a listening Council providing first class services accessible to all.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A		Improve the ability of SCDC elected members to engage in the development of communities	<p>Programme of at least 3 training events over the year for elected members to be delivered on the following topics:</p> <p>1.key elements of Circular 05/05</p> <p>2.Implications of the Appeal decision for Glebe Farm/Clay Farm</p> <p>3.topic as chosen by elected members.</p> <p>Each training event to be offered as both a daytime and early evening event</p> <p>Liaison with Cambridgeshire Horizons and neighbouring local authorities on any other training events planned for the year on aspects of the planning and delivery processes.</p>	<p><b>Additional Resources Required:</b> Staff Time</p> <p><b>Outputs:</b> greater participation and engagement</p> <p><b>Outcomes;</b> More effective and engaged members</p> <p><b>Risks:</b></p> <p><b>Other services affected:</b>, Democratic Services, Planning, Housing, Partnerships.</p>	On-going	Jo Mills/ Jane Green
Aii		To share, capture and demonstrate best practice in the development of new communities, building on	<p><b>Produce New Communities Toolkit</b></p> <p><b>A guide to make sure</b></p>	<p><b>Additional Resources Required:</b> Staff Time. And cost of printing</p> <p><b>Outputs:</b> A toolkit for use by practitioners within and outside the council of measures to</p>	September 2010	Kirsty Human

**IMPROVEMENT PLAN: New Communities Service**

Aim A :We are committed to being a listening Council providing first class services accessible to all.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
		the lessons learnt in South cabs	<b>lessons from Orchard Park etc are brought together for easy reference for members and project teams</b>	be taken and lessons to be learnt when planning and delivering new communities. <b>Outcomes:</b> Well-informed practitioners, active and cohesive communities with good quality of life from the early stages through to build out. <b>Risks:</b> lost opportunities, repeat errors of past, inefficient use of future resources, loss of reputation. <b>Other services affected:</b> Planning, Housing, Partnerships IT & Graphics		
A	A1	Delivery of a Growth Areas Engagement Strategy (to be approved)	<p>Draft Action Plan: Senior and Local member briefings for each major growth site</p> <p>Local Liaison Forum established for each major growth site</p> <p>Stakeholder meetings for each major growth site</p> <p>Programme of lunch time seminars for staff</p> <p>E bulletins, updates and growth website pages developed</p>	<p><b>Additional Resources Required: Existing budget and staff time</b></p> <p><b>Outputs: Number of engagement events, communications sent out, information provided and satisfaction surveys involving participants and recipients</b></p> <p><b>Outcomes: a more effective, balanced and consistent approach to Member and community engagement for those affected by major growth sites, including high satisfaction levels</b></p> <p><b>Risks: None</b></p> <p><b>Other services affected: Planning, Partnerships, Communications, IT</b></p>	From April 2010	TM/JT

**IMPROVEMENT PLAN: New Communities Service**

Aim A :We are committed to being a listening Council providing first class services accessible to all.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
			Support community engagement exercises, providing visual communication aids (2 & 3 dimensional) and design expertise to enable existing residents and business owners to contribute to the formulation of development proposals.			
A	A1	Engagement of young people in planning for major growth areas	2 x Young people design days for years 8's linked to major developments  Engage with education providers and community groups to promote the general understanding of built environment issues by attending 4 events in a year	<b>Additional Resources Required: Existing budgets</b> <b>Outputs: 2 x design days</b> <b>Outcomes: Young people engaged in growth and design; positive relation with school partners</b> <b>Risks: None</b> <b>Other services affected:</b>	June 2010	TM/JT Glen Richardson & Ian Howes



**IMPROVEMENT PLAN: New Communities Service**

**Aim B : Ensuring South Cambridgeshire continues to be a safe and healthy place for you and your family.**

<b>COUNCIL Aim/ Approach # See Key</b>	<b>Service Objective # See Key</b>	<b>Supporting Objective</b>	<b>SMART* Actions or Milestones</b>	<b>Supporting Information</b>	<b>Completion by Month</b>	<b>Officer</b>
<b>COUNCIL ACTION 2</b>		<b>Council Action: We will increase the number of teenagers taking part in positive activities by 500 in 2010/11</b>	<b>Supporting Information</b>	<b>Completion by Month</b>	<b>Officer</b>	<b>COUNCIL ACTION 5</b>
B			<p>Increase the number of teenagers taking part in sport, arts and recreation or other positive activities, by 500 in 2010/11: Develop a co-ordinated SCDC approach to support the LAA Action.</p> <p>Delivery of the Youth Participation Strategy Action Plan. New SCDC benchmark figures to be established for 2010/11, taking into account 2009/10 projects (street football, training programme for Parish Councils, school design events, arts youth offer, free swimming) and adding new activities for 2010/11.</p>	<p><b>Additional Resources Required:</b> Required £20,000 from re-allocating existing budgets</p> <p><b>Outputs:</b> programme of positive activities and more opportunities for youth consultation and engagement. Contributes towards CCC/LAA NI 110.</p> <p><b>Outcomes;</b> i) more young people engaged in positive activities to help meet LAA target NI 110 ii) more young people participating in decisions that affect them, including for SCDC services</p> <p><b>Risks:</b> Budget reductions and inability to attract external funding</p> <p><b>Other services affected:</b>, Housing, Community Safety, Partnerships, Environmental Health, Equality</p>	March 2011	JT
B/Action 2	Positive Activities	Increase young people participation in Street	Increase the number of individuals attending by 5%	<b>Additional Resources Required: additional sessions subject to funding</b>		JL

**IMPROVEMENT PLAN: New Communities Service**

**Aim B : Ensuring South Cambridgeshire continues to be a safe and healthy place for you and your family.**

	for YP	Football Programme	over 2009/10 figures.	<p><b>Outputs: XX street football sessions</b>  <b>Outcomes: Increased number of young people participating in sport who would not otherwise do so, increased health benefits, reduction in ASB</b>  <b>Risks: None</b>  <b>Other services affected: Community Safety</b></p>		
B/Action 2	Positive Activities for YP	Increase number of young people participating in Free Swimming programme	<p>Increase the number of individuals attending by 5% over 2009/10 figures.</p> <p>Increase the number of individuals attending swimming lessons, for young people identified as not meeting curriculum standards. % tbc.</p>	<p><b>Additional Resources Required: None</b>  <b>Outputs: XX young people taking part in free swimming sessions; improved data collection system</b>  <b>Outcomes: Improved health of young people, reduction in obesity, reduction in ASB</b>  <b>Risks: None</b>  <b>Other services affected: None</b></p>		JL
B/Action 2	Positive Activities for YP	Arts Youth Offer: Increase opportunities for young people aged 13-19 to access arts and cultural activities	<p>Number of 13 – 19 year olds involved in programme <i>target tbc.</i></p> <p>ii) Retention of these young people in the programme over the year <i>target tbc.</i></p>	<p><b>Additional resources required: none</b>  <b>Outputs: 100 young people involved in activities at bar Hill, Cottenham, Gamlinay, Linton and Melbourn. To be measured by CCC (under tender)</b>  <b>Outcomes: Greater involvement in arts activities; increase in skills levels, reduction in ASB</b>  <b>Risks: None</b>  <b>Other services: Partnerships</b></p>		AO
B/Action 2	Positive Activities for YP	Delivery of the Youth Participation Strategy (due for completion in early 2010)	<p>Draft Objectives:          Develop a commitment to effective YP within all levels at SCDC.          Facilitate YP's active</p>	<p><b>Additional Resources Required: existing budgets and potentially external funding</b>  <b>Outputs: Co-ordinated corporate approach to youth participation, increased opportunities for YP to participate in</b></p>		SH

<b>IMPROVEMENT PLAN: New Communities Service</b>						
<b>Aim B : Ensuring South Cambridgeshire continues to be a safe and healthy place for you and your family.</b>						
			involvement in service delivery planning and delivery Build on existing good practice to increase YP's opportunities to be involved in decisions at SCDC	<b>decisions and services</b> <b>Outcomes: Better informed and effective services for YP, young people feeling more engaged and empowered</b> <b>Risks: None</b> <b>Other services affected: Corporate including Housing, Environmental Health, Partnerships</b>		
B	B5	NI 8: Increased number of new adults taking up sport by 1%	Increased number of adults participating in Try Sport Events by 1% 1) Increased number of new club/club links as a result of the Try Sport programme 2) Increased number of adults participating in free swimming programme 3) Work with 9 Dual Use Sports centres to establish standardised user data collection system 4) Increase in the participation of the Fitness for health scheme, Adult disability sport activities and Healthy walks scheme	<b>Additional Resources Required: Existing budgets</b> <b>Outputs: More people engaged in sports and exercise</b> <b>Outcomes. Healthy and engaged population and increased levels of health.</b> <b>Risks: None</b> <b>Other services affected: Environmental Health</b>	March 2011	JL
B		Develop the Public Art Policy as set out in the SPD approved January 2009	1) 1x Public Arts Seminar for officers and developers 2) increase the contribution collected from S.106	<b>Additional resources required: None</b> <b>Outputs: Completion of 6 public art schemes</b> <b>Outcomes: More engaged communities and individuals, greater knowledge of local</b>		AO

**IMPROVEMENT PLAN: New Communities Service**

Aim B : **Ensuring South Cambridgeshire continues to be a safe and healthy place for you and your family.**

			negotiations to average 1% inline with the SPD.	<b>history/issues, community cohesion through the arts</b> <b>Risks: None</b> <b>Other Services: Planning</b>		
--	--	--	---	---	--	--

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

<b>COUNCIL Aim/ Approach # See Key</b>	<b>Service Objective # See Key</b>	<b>Supporting Objective</b>	<b>SMART* Actions or Milestones</b>	<b>Supporting Information</b>	<b>Completion by Month</b>	<b>Officer</b>
C		Supporting the existing and future residents at Cambourne	<b>1. Determine 950 Planning application &amp; associated S106 Agreement.</b> <b>2. Facilitate further development of High Street. (incl. Fire Station</b> <b>3. Develop project plan and business plan for Youth Centre.</b> <b>4. Ensure delivery of Sports Centre and Pavilion.</b> <b>6. Oversee transfer of sites to Parish Council.</b>	<b>Additional Resources Required</b> Staff time, 950 - Viability Consultant Est. £15K Youth centre tbc. <b>Outputs:</b> Detailed planning permission, additional facilities, clear management arrangements. <b>Outcomes:</b> A more sustainable community with a sense of identity, safety and security. Greater civic participation, local communities running their own events and fit for purpose facilities. <b>Risks:</b> Reliance on other partners and applicants, dissatisfied residents, loss of reputation. <b>Other services affected:</b> Planning, Housing, Environmental Health	April 2010	Tom Barrance/ Kate Wood
C		Supporting the existing and future residents at Orchard Park	<b>1. Deliver innovative housing on K1 and L2.</b> <b>2. Opening of public open</b>	<b>Additional Resources Required:</b> Staff time. Budget – within existing monies already ring fenced for Orchard Park.		Kirsty Human John Pym

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

			<p><b>space 1, with associated sports, changing and play facilities.</b></p> <p><b>4. Transfer of public open spaces 3, 4, 5 &amp; 6 to Community Council.</b></p> <p><b>5.Handover of personalised travel planning to Community Council.</b></p> <p><b>6 Plan for additional 220 homes.</b></p>	<p><b>Outputs:</b> Additional facilities, detailed planning permissions for additional housing, clear management arrangements.</p> <p><b>Outcomes:</b> A more sustainable community with a sense of identity, safety and security. Greater cohesion. Greater civic participation, local communities running their own events and fit for purpose facilities.</p> <p><b>Risks:</b> Reliance on other partners and applicants, unmanaged areas of land, dissatisfied residents, loss of reputation.</p> <p><b>Other services affected:</b> Housing, Planning</p>		
C		Planning for future communities at North West including NIAB sites	<p>1.Receive, consult and consider CNW planning application, environmental statement including viability work and planning obligations – all to be done jointly with City</p> <p>3. Implement community engagement strategy.</p> <p>4. Establish project plan and carry out pre-application advice for NIAB 2</p>	<p><b>Additional Resources Required:</b> staff time</p> <p><b>Outputs:</b> Co-ordinated project and delivery plans. Greater understanding of service requirements. Assessment of outline planning application. Target to agree Head of Terms.</p> <p><b>Outcomes:</b> Planned and more efficient service delivery and use of resources, well considered master plan, which will form basis for new community.</p> <p><b>Risks:</b> Reliance on other partners and applicants, uncoordinated approach to service delivery, delays to delivery, loss of reputation, dissatisfied residents in adjoining communities.</p> <p><b>Other services affected:</b> Environmental Health, Planning, IT, Housing.</p>	Sept 2010	Tom Barrance/ Trevor Faulkner
C		Planning for Future Communities at NW including NIAB sites (slot into JG's plan)	<p>Develop and deliver a Community and Social Infrastructure Plan for all NW Sites</p> <p>Deliver the Community Engagement Plan for NW Cambridge</p>	<p><b>Additional Resources Required: Staff time and existing resources</b></p> <p><b>Outputs: Number of people taking part in engagement events and satisfaction levels</b></p> <p><b>Outcomes: Successful new community</b></p> <p><b>Risks:</b></p> <p><b>Other services affected:</b></p>		TM/JT

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

C		Planning for future communities at Trumpington Meadows	<ol style="list-style-type: none"> <li>1. Discharge conditions of outline permission.</li> <li>2. Develop and determine design codes</li> <li>3. Planning performance Agreement and pre-application advice for reserved matter applications</li> <li>4. Community, Parish Council and District Member Engagement.</li> <li>5 Support city lead on joint Community Development Plan.</li> <li>6. Ensure design of primary school meets community needs and meets s106 requirements.</li> </ol>	<p><b>Additional Resources Required:</b> Staff time</p> <p><b>Outputs:</b> Co-ordinated project and delivery plans. Detailed planning permissions enabling development to start on site.</p> <p><b>Outcomes:</b> Co-ordinated delivery of facilities and services as first residents move in.</p> <p><b>Risks:</b> Reliance on other partners and applicants, uncoordinated approach to service delivery, delays to delivery, loss of reputation, dissatisfied residents in adjoining communities.</p> <p><b>Other services affected:</b> Environmental Health, Planning, IT, Housing.</p>		Michelle Crees/Kirsty Human.
C		Planning for future communities at Trumpington Meadows (slot into JG's plan)	<ol style="list-style-type: none"> <li>1) Support Cambs City Council to produce a Community Development Plan for TM</li> <li>2) Deliver the Community Engagement Plan for TM</li> </ol>	<p><b>Additional Resources Required: Existing resources</b></p> <p><b>Outputs:</b></p> <p><b>Outcomes: successful new community</b></p> <p><b>Risks:</b></p> <p><b>Other services affected:</b></p>		JT/JK/SH
C		Northstowe & Cambridge East	<ol style="list-style-type: none"> <li>1. Be prepared to deliver if projects become 'live' .</li> </ol>	<p><b>Additional Resources Required:</b> Additional staff.</p> <p><b>Outputs:</b></p> <p><b>Outcomes:</b></p> <p><b>Risks:</b> Reliance on other partners and applicants</p> <p><b>Other services affected:</b> Environmental Health, Planning, IT, Housing.</p>	On-going	Jane Green
		<b>Achieve reductions in the emission of CO<sub>2</sub></b>	<b>1) Introduction of voltage optimisation</b>	<b>Additional Resources Required:</b> £25k capital, £1000 revenue	December 2010 and	Richard Hales

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

		<p><b>from the Council's own operations by 10% by December 2010:-</b> Reduced Energy Consumption on SCDC premises</p>	<p><b>technology:</b> Assess viability Submit Capital Bid Procurement process Purchase equipment Install</p> <p><b>2) Internal behaviour Change</b> purchase 10 home energy monitors. Make available for home loan to staff</p> <p><b>3) Joint Power Purchase agreements</b> Investigate the potential to jointly purchase "green" energy with other public sector – either in Cambourne (police, fire &amp; County Council) or with City Council.</p>	<p><b>Outputs:</b> reduced costs for SCDC on energy (estimate tbc.) Increased awareness of energy usage and total costs by staff in SCDC. <b>Outcomes:</b> Reduced CO2 emissions (10% by Dec.2010) from SCDC activities <b>Risks:</b> Building Management systems failing to allow for improvements. <b>Other services affected:</b> Facilities Management</p>	thereafter.	
		Reduce water Consumption	Review usage on (min) quarterly basis, by area of building.	<p><b>Additional Resources Required:</b> <b>Outputs:</b> Production and analysis of water use &amp; options for improving the building's performance re. water (grey &amp; potable) <b>Outcomes:</b> reduced water use, contributing to lower CO2 emissions from SCDC activities <b>Risks:</b> Building Management systems failing to allow for improvements. <b>Other services affected:</b> Facilities Management</p>	June 2010 & on-going	Richard Hales
		Reduce Business Miles	Introduce quarterly reporting top all service	<p><b>Additional Resources Required:</b> Officer Time (JM) <b>Outputs:</b> reduced costs for SCDC mileage</p>	On-Going	Richard Hales

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

			<p>areas of business miles claimed.</p> <p>Assess opportunities for SCDC car pool within review of business mileage &amp; essential car use.</p>	<p>(estimate tbc.) Increased awareness of energy usage and total costs by staff in SCDC.</p> <p><b>Outcomes:</b> Reduced CO2 emissions from SCDC, activities, cost saving form reduced business mileage claims.</p> <p><b>Risks:</b> .</p> <p><b>Other services affected:</b> HR &amp; payroll.</p>		
		Adaption to climate change (NI188)	<p><b>Activities for Level 2 as specified in NI188 guidance.</b></p> <ul style="list-style-type: none"> <li>• Risk review of impact on Council services to meet Level 2 by March 2011 using UKCIP method</li> <li>• Briefing for senior members and managers across the authority leading to all having detailed understanding of the risks and vulnerabilities identified in risk analysis</li> <li>• Incorporate adaption into LDF review process</li> <li>• Link to LSP activities</li> </ul> <p>Gain SMT approval for this process Roll out within service areas.</p>	<p><b>Additional Resources Required:</b> Officer Time (JM)</p> <p><b>Outputs:</b> Understanding of the risks to the council and its services arising from climate change</p> <p><b>Outcomes:</b> The authority is able to manage &amp; mitigate the risks associated with climate change &amp; deliver services.</p> <p><b>Risks:</b> .</p> <p><b>Other services affected:</b> All</p>	March 2011	Richard Hales
		<b>Council Action Work with parish councils across the district to</b>	<ol style="list-style-type: none"> <li>1) Recruit 8 new parishes to join the project.</li> <li>2) Provision of support to</li> </ol>	<p><b>Additional Resources Required</b></p> <p><b>Outputs:</b></p> <p><b>Outcomes:</b></p>	July 2010 & on-going	Alex Day



**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

		<b>reduce CO<sub>2</sub> emissions through the implementation of local community initiatives (3A6/NI 186)</b> Maintaining and growing Membership	year 1 parishes. Zero fall out rate	<b>Risks:</b> <b>Other services affected: All – this will require cross service working to deliver.</b>		
		Improved Communications	<ol style="list-style-type: none"> <li>1) Produce, distribute and update village energy booklet for all parishes within the SPEP</li> <li>2) Web Site development to bring about support network for all parishes in the SPEP</li> <li>3) Increased engagement with schools and other community area</li> <li>4) To hold at least 2 energy reduction shows per year</li> </ol>	<b>Additional Resources Required:</b> within existing budgets <b>Outputs:</b> provision of upto date and accurate information for all participating parishes. Wider spread of the messages and spread throughout the communities. <b>Outcomes:</b> Greater ability to communicate and engage, leading to more committed parishes and greater carbon savings. <b>Risks:</b> <b>Other services affected:</b> none	On-going	Alex Day
		Delivery of carbon saving measures	<ol style="list-style-type: none"> <li>1) Off-gas community action plan for SPEP communities without gas connection. Applicable and used in recruitment for other off-gas communities.</li> <li>2) Solid wall insulation. Investigate and apply for specific funding from low carbon communities challenge fund</li> <li>3) DIY solar water availability for installations. Develop</li> </ol>	<b>Additional Resources Required:</b> within existing project budgets <b>Outputs:</b> Increased uptake of practical carbon saving measures in SPEP communities. <b>Outcomes:</b> Greater saving of home energy bills and CO <sub>2</sub> savings. Individual village targets defined contributing to an overall SCDC target of ##### tones. . <b>Risks:</b> non-take up of the scheme <b>Other services affected:</b> none	On-Going	Alex Day

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

			options for baulk purchase of solar water panels to reduce cost. Confirm procurement options.& issues. 4) Roll out of improved insulation scheme in conjunction with Eastern Carbon reduction Initiative.			
		Assessment and evaluation	Produce interim assessment and evaluation report.	<b>Additional Resources Required:</b> within existing budgets <b>Outputs:</b> production of initial assessment of success and analysis of areas for improvement. <b>Outcomes:</b> lessons of project at halfway point able to be implemented in this and other SCDC/LSP projects. <b>Risks:</b> none <b>Other services affected:</b> none	September 2010	Alex Day/Richard Hales
C		Develop an approach to ensure community buildings achieve government targets on carbon emissions	To produce an agreed, standard procurement approach with an agreed performance specification to be used in all new public building briefs, rolled out to the appointed development teams across Cambridgeshire	<b>Additional Resources Required Other Officers of affected LA's</b> <b>Outputs: Performance Specification for the procurement of all Public Buildings</b> <b>Outcomes: Buildings that meet Zero Carbon Targets &amp; reduce energy usage</b> <b>Risks: Costs of changes too high for users delay implementation until mandatory</b> <b>Other services affected: procuring departments of all LA's in Cambs area</b>	March 2011	JK
C		Develop a procurement model for the clay farm community facility, which can be developed for	Carryout negotiations with all LA stakeholders including NHS, produce an agreement for a procurement process,	<b>Additional Resources Required: Specialist Legal / Contract Consultants to advise on the European procurement process</b> <b>Outputs: Stakeholder Agreement, Agreed</b>	March 1011	JK

**IMPROVEMENT PLAN: New Communities Service**

Aim C : We are committed to making South Cambridgeshire a place in which residents can feel proud to live

		other community facilities in growth areas (subject to the inspectors report and the support of other partners)	carryout the procurement process to appoint a Framework Design Team & take forward to the appointment of Framework Contractors to construct the required facilities. The work will include the Development of a Standardised Design Brief	<b>Procurement process, Appointment of Framework Design Team &amp; Contractors</b> <b>Outcomes: Range of successful community facilities built over a number of years</b> <b>Risks: Inability to get agreement by all partners; delay in delivery of growth sites</b> <b>Other services:</b>		
--	--	---	---	---	--	--

**IMPROVEMENT PLAN: New Communities Service**

Aim D: We are committed to assisting provision of local jobs for you and your family

<b>COUNCIL Aim/ Approach # See Key</b>	<b>Service Objective # See Key</b>	<b>Supporting Objective</b>	<b>SMART* Actions or Milestones</b>	<b>Supporting Information</b>	<b>Completion by Month</b>	<b>Officer</b>
		<b>Council Action We will promote the relocation of Marshalls within Cambridgeshire in order to meet the districts requirements for new homes and retain job opportunities.</b>	<ol style="list-style-type: none"> <li>1) Continue to work in partnership with Marshall Group, via the Cambridgeshire Horizons led relocation group.</li> <li>2) Support the assessment of option sites, as proposed within the relocation group</li> <li>3) Build upon existing strong links with Marshall Group.</li> </ol>	<p><b>Additional Resources Required</b>  <b>Outputs: retention of employment opportunities in South Cambs</b>  <b>Outcomes: Marshall Group retained in Cambridgeshire, providing job opportunities for South Cambs residents.</b>  <b>Risks: Marshalls relocation</b>  <b>Other services affected:</b></p>		Nicole Kritzinger
		<b>We will promote the district to new businesses To build a resilient economy, building upon the existing strengths and creating new opportunities,.</b>	<ol style="list-style-type: none"> <li>1) To market the district as a location for businesses, building on the strengths of South Cambs Economy.</li> <li>2) Target of 02 interventions by SCDC resulting in either relocation or retention in SCDC area</li> <li>3) To host and enable at least 12 business development workshops within the District.</li> <li>4) Work with EEI, and partners within Cambridgeshire to maximise the publicity opportunities for South</li> </ol>	<p><b>Additional Resources Required</b>  <b>Outputs:</b>  <b>Outcomes: increased range of employment opportunities within South Cambs. Improved partnership working &amp; partner confidence in SCDC as a delivery focused partner.</b>  <b>Risks: General economy related risks.</b>  <b>Other services affected: All – this will require cross service working to deliver.</b></p> <p><b>the outcome scams survives the recession well – is more resilient to the recession and are the above outputs – about more jobs and wider range of jobs</b></p>	July 2010	Nicole Kritzinger

**IMPROVEMENT PLAN: New Communities Service**

Aim D: We are committed to assisting provision of local jobs for you and your family

			<p>Cambs business spaces.          Publication of vacant land and property information on SCDC Website.          Updates Quarterly.          Response to EEI enquiries within the specified timescale.</p> <p>5) To build links with the University, in conjunction with the GCP to assist start-ups and grow on companies with the science park.</p>			
			<p>1) Develop the opportunities for “green-tech” companies within the growth areas of South Cambridgeshire District Council, building upon the enhanced environmental credentials in new development areas, especially Cambridge NW.</p> <p>2) improve and enhance partnership working with the University. Develop strategic partnerships in this area. To include Cambridgeshire Horizons.</p> <p>3) Feed into the Planning Project teams. Progress to be managed vis. the</p>	<p><b>Additional Resources Required: Officer Time, strong delivery partnership</b>  <b>Outputs:</b>  <b>Outcomes:</b>  <b>Risks:</b>  <b>Other services affected: Arts and cultural services.</b></p>		

**IMPROVEMENT PLAN: New Communities Service**

Aim D: We are committed to assisting provision of local jobs for your and your family development project.

**IMPROVEMENT PLAN: New Communities Service**

Aim E : We are committed to providing a voice for rural life

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
		Section 106 monitoring charging and getting the best for South Cambs Parishes	<p>Implement and Review charging schedule for the monitoring of Section 106 agreements. Charging will take effect in as of April 2010, with a review to take place in Jan 2011.</p> <p>Create and manage a list of Parish projects that can be funded through open space and community planning obligations. This list is to be created by the District Council, but updated by Parish Councils, to inform developers of how planning obligations are to be spent</p>	<p><b>Additional Resources Required:</b> S106 Implementation Officer, Finance and legal services</p> <p><b>Outputs:</b> Income for the District Council to fully fund the position of S106 Implementation Officer</p> <p><b>Outcomes:</b> Secures the long term monitoring of community infrastructure, ensuring timely delivery. Council will have record of time spent monitoring individual agreements.</p> <p><b>Risks:</b> Continued down-turn in the development economy leads to lower than anticipated income.</p> <p><b>Other services affected:</b> None</p>	On-going charging with review to take place January 2011	James Fisher